

CENTER SCENE



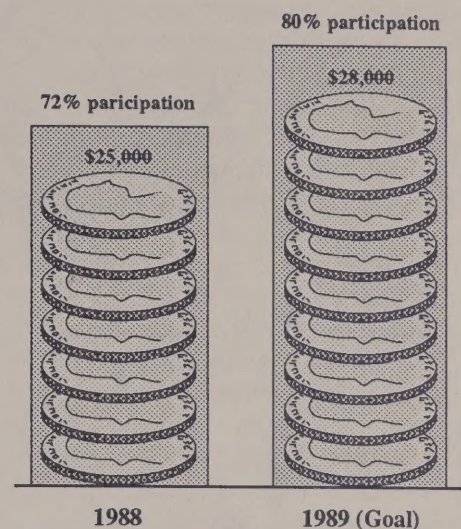
The Bureau of Land Management Service Center Newsletter

October 1989

THE SKY'S THE LIMIT

It's that time again - the annual Combined Federal Campaign (CFC) kick-off! This year's slogan, "The Sky's The Limit," portrays the amount of help we can give to others. We live in such a prosperous country that it's easy to forget there are others in our community not as fortunate as ourselves. We all know of individuals, if not ourselves, who have used the services of some of the organizations sponsored by CFC. They do so much for so many, and in most cases, in times of crisis. "The Sky's the Limit" reminds us that there are unlimited ways we can help others. One such way is through the CFC, using the automatic payroll deduction. Last year 72 percent of SC employees participated, contributing more than \$25,000 to hundreds of charitable organizations helping many of our neighbors.

Once again, the SC Management Team will buy, prepare, and serve breakfast to the Division (or Divisions) having the highest percentage of contributors to the CFC. The date and time will be announced later. For the last 2 years, Finance and Computer Operations (now a Branch) have both had the honor of receiving this gourmet breakfast for reaching 100 percent participation. Other Divisions came very close to 100 percent last year; with a little more push, the Division Chiefs could be fixing breakfast all day!! In addition, the Management Team will again donate their parking spaces for a month this winter to contributors whose names will be drawn at random. Many other prizes have also been donated by area businesses and will be included in the drawing.



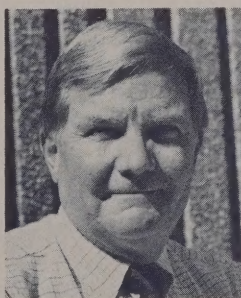
The campaign will run from October 2 through 20. Watch for additional flyers coming soon.

WHAT'S SPECIAL ABOUT OD?

Contrary to popular belief, "OD" does not stand for overdue, overdrive, or old dog! It is the abbreviation for a vaguely perceived field of work called Organization Development. OD is an attempt to plan, and to manage from the top, the change and development that takes place in this organization to improve its own health and effectiveness. The Bureau does this by intervening in its long-established processes and applying behavioral science to improve them. Gordon Jennings is the OD Specialist at the Service Center helping in this Bureauwide effort.

Intervention can occur in many ways. An OD Specialist may step into a situation to ease the way for change. He may smooth a transition in management and reduce nonproductivity by bringing the new manager and the staff together to better understand each other's needs, goals, and working styles. An OD Specialist may help a team of workers diagnose why they are not functioning effectively. Once the problems are identified, he can help the group set their own

goals and plan steps for improvement. Gordon says the most common problem is that people don't understand each other and accept differences. It is hoped that



intervention will have a positive outcome, and that ultimately it will lead to improvement in Bureau processes. One example of an effective result of intervention was the establishment of the Management and Leadership Workshop. Gordon puts a great deal of effort into the workshop and is currently preparing for the November session. The workshop came about because a need was identified for highly-qualified candidates for entry-level management positions. The M&L Workshop addresses that need. Employees are given the opportunity to test the management waters through slice-of-life simulations and role playing. Senior-level Bureau managers assess

strengths and weaknesses. They provide immediate feedback and counseling. Participants also learn through a variety of seminars taught by successful Bureau managers. Gordon admits that the biggest challenge in his work is the long timeframe for achieving results. He says most people in our culture want a quick fix. Processes which were once effective may no longer serve the needs of today's or tomorrow's workplace. Since these processes were reinforced over years, they are not easily altered overnight. Situations often get worse before they improve, but the payoff comes with time.

Says Gordon, "I believe it (OD) gives employees, supervisors, and managers an outlet or channel that will provide them with options for dealing with change, resolving problems, and improving their effectiveness. It's another tool to help." And what are the rewards of organization development? According to Gordon, "Better quality decisions, a more productive workforce, and the ability to look at the future without fearing it."

SOFTWARE REENGINEERING

How do you maintain a computer program that was written in the COBOL language nearly 20 years ago and has been modified numerous times since then by many different programmers? With great difficulty!! Early day programmers seldom used a structured approach to computer programming, and the resultant coding was often so disorganized that modern programmers sometimes refer to it as "spaghetti code." Making changes to such programs or finding and correcting program errors can be a very tedious, time-consuming job. Because of today's high costs for human resources, program maintenance can represent a large part of an organization's data processing budget.

Many of BLM's operational application systems contain old, unstructured programs. A primary task of the Software Improvement Process (SIP) Section is to rewrite these programs in structured format so they can be maintained more easily. This process is known as software reengineering. In addition to facilitating day-to-day program maintenance, software reengineering will be an important step in preparing the systems for conversion to the new computing hardware ("target system") that is to be acquired by 1993.

Reengineering unstructured computer programs within a reasonable length of time would be nearly impossible if it had to be done "by hand." Fortunately, the process has been automated, and there are several good commercial software packages that can reengineer a program. Two of these, PATHVU and RETROFIT, will be used by the SIP Section to reengineer the COBOL systems identified for conversion to the target system.

PATHVU examines systems architecture and complexity. It will be used to analyze programs before and after restructuring. It follows logic paths in the code, identifies logic flaws and areas of "dead" or unusable code, and points out recursions. The system logic is analyzed, but not restructured. PATHVU makes no changes to the programs upon which it operates. RETROFIT, on the other hand, alters the format of the programs it processes to convert unstructured COBOL code into structured code. RETROFIT will force programs to adhere to the structured coding standards defined by the

Branch of Computer Applications. The newly structured program is functionally equivalent to the original program, performing the same operations. Unfortunately, RETROFIT does not eliminate logic errors.

The unstructured and reengineered versions of a program are both tested using an appropriate test scenario and data base. The results are carefully compared to ensure that both program versions produce identical results. If discrepancies are noted, the entire reengineering process must be examined to find the cause of the discrepancies.

Based on initial tests of PATHVU and RETROFIT packages, the SIP Section is confident that these tools will provide strong support for the identified systems and for ongoing quality assurance efforts.

RETIREMENTS



Christine Vance has announced her retirement from BLM. Chris has been the Chief of Support Services at the Service Center since 1986. She will be joining

her husband, Dale, in Germany for a short holiday before they settle in Cairo, Egypt, for possibly up to 3 years. Dale, who is also retired from the Bureau, has taken a position with the Harza Company out of Chicago to provide data on the Nile River to the Egyptian government.

Chris is no stranger to change. She was born in California, but grew up in Colorado and graduated from Golden High School. She started with the Federal government with GSA in 1961, then moved on to the Department of Agriculture, the National Bureau of Standards/NOAA, and eventually BLM in 1977 as a Property Management Specialist at the Service Center. During the next 12 years, Chris worked in various positions in DC, Denver, Alaska, and, again, Denver.

Upon their return to the States, Chris and her husband will be living on their western slope ranch in Silt, Colorado. They've been renovating the cabin on the land themselves. They plan to grow hay and raise a few head of cattle. Chris's two sons will continue to live in Denver.

In the past Chris has traveled exten-

sively, including to Northern Africa, Mexico, and Europe. The move to Egypt will allow Chris to further pursue her travels, spend time writing her journal, get involved in an archaeological excavation, and just generally relax. After 29-1/2 years of school and work, that doesn't sound too bad!



After 17-1/2 years of government service, Edith (Edie) Gammon, is retiring.

Edie's first job with the government was as an Administrative Assistant in Personnel

for the Naval Department in Washington, DC. She resigned to accompany her husband, who worked for the Forest Service, to California, where they lived at a Ranger Station. After many moves, they were transferred to Denver. When their family was raised, Edie decided to reenter the workforce, and was hired by BLM.

During her 12 years at the Service Center, Edie experienced several reorganizations and held a number of secretarial positions. She started in the Division of Records Systems, then went to the Rights-of-Way Staff. From there, she was promoted to the Division of Lands and Minerals, which then had a Branch called ALMRS. When the fate of ALMRS became questionable, Edie was reassigned to the Division of Administrative Services. She was then promoted to Secretary for the Associate Service Center Director for Administrative Systems. After another reorganization, she was reassigned to the ALMRS Staff. Under the latest reorganization, Edie became Secretary to the Deputy Service Center Director for Information Resources Management.

Edie has many plans for her retirement. She and her husband Al plan to take advantage of several Elderhostels throughout the U.S. and Canada. Edie plans to work with senior citizens, teaching an exercise program called Body Recall. In the spring she and Al will go to Japan to visit their youngest daughter. They also have another daughter and four granddaughters in this area that they hope to spend more time with.